



Department Description

The Office of the City Treasurer is responsible for the receipt and custody of all citywide revenue including banking, tax administration, collection of delinquent accounts, and accounting for these funds. The City Treasurer is also responsible for the investment of all City operating and capital improvement funds totaling \$2.13 billion in Fiscal Year 2009 and the reinvestment of debt proceeds of the City and its affiliated agencies. In addition, the City Treasurer serves as a member of the Funds Commission and trustee for the SPSP/401(k) Plans. The major programs of the Office of the City Treasurer are as follows:

Accounting

The Accounting Program is responsible for the administration of the City's accounts receivable; collecting fees, fines, permits, taxes, and other payments; processing Transient Occupancy Tax (TOT) and Tourism Marketing District (TMD) assessment returns and remittances; balancing and reporting all daily revenue transactions; accounting for daily cash deposits of City funds in various bank accounts; maintaining records for City investments; and accounting for investments in the Cemetery Perpetuity, Los Penasquitos Canyon Preserve, Jane Cameron and G.E. Peters, Effie Sergeant and Edwin A. Benjamin Memorial Trust Funds.

Business and Rental Unit Business Tax

The Business and Rental Unit Tax Program administers the collection of the City's Business Tax and Rental Unit Business Tax assessments and fees, compliance enforcement, collects Business Improvement District fees, and maintains the regulatory clearance review data for businesses operating within the City of San Diego.

Investments

In compliance with the City Treasurer's Investment Policy, the Investments Program manages the City's operating, capital improvement, and project financing funds in order to safely preserve principal, provide adequate liquidity, and earn a return comparable to performance benchmarks. The Investments Division manages the reinvestment of additional bond proceeds for the City, City agencies, and Joint Power Authorities. The Division provides cash management services including maintenance of banking relationships and reviewing new banking legislation. The Division also assists in the development and implementation of new payment and collection systems for the City.

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which includes participating in the review, implementation, and monitoring of all electronic banking services, e-commerce systems, and third-party payment-processing services.

Revenue Audit & Appeals

The Revenue Audit & Appeals Division conducts audits of hotels, lessees, and franchisees to ensure revenues due to the City are remitted timely and accurately. The Division also administers appeal hearings conducted by the City Treasurer.

Revenue Collections

The Revenue Collections Division administers the Delinquent Accounts and Parking programs. The Delinquent Accounts Program is responsible for the administration and collection of delinquent accounts referred to the City Treasurer by other City departments and agencies. The Program also represents the City in small claims court actions on delinquent accounts. The Parking Administration section handles parking citation customer service functions, issues residential parking permits, and reviews and processes parking citation appeals. The Parking Meter Operations section collects parking meter coin and installs, maintains, and enforces City parking meters.

The Department's mission is:

To receive, safeguard, and efficiently manage public funds while providing the highest level of customer service

Goals and Objectives

Fiscal Year 2010 goals and objectives are reprinted here as they were originally adopted. They have not been updated to reflect mid-year budget reductions, as implementation of those changes will occur in phases during the remainder of Fiscal Year 2010, making it difficult to provide reliable projections of service levels and performance targets. Additionally, an effort is currently underway to update the City's Strategic Plan goals and objectives, which may also alter the City's objectives, strategies, and performance expectations for the remainder of Fiscal Year 2010 and beyond.

Goal 1: Safeguard all City monies through the use of strong internal controls

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Continue to ensure safe and secure working facilities
- Maintain a secure data environment that safeguards information collected by the Department
- Effectively manage banking services to safeguard City assets
- Properly account for all City revenue
- Effectively manage City investments

Goal 2: Engage in continuous improvement to effectively manage resources

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Continuously evaluate business processes to identify areas for improvement
- Utilize technology to continue enhancing the services provided

Goal 3: Stay current and in compliance with laws and regulations that pertain to treasury services

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure compliance with legal and regulatory requirements
- Provide training, educational and networking opportunities to ensure that employees are aware of changes to applicable laws and regulations
- Maintain compliance with internal and external audit reviews
- Effectively perform revenue auditing in order to maintain compliance
- Effectively administer all City taxes to ensure tax compliance

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Goal 4: Provide world-class customer service to both internal and external customers

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Assist the public in understanding the services that the Department provides
- Effectively provide accurate and timely information to customers and stakeholders

Goal 5: Foster and promote a supportive, collaborative, and integrated work environment through a trained and skilled workforce

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide necessary equipment, training, and resources to support employees
- Create an environment where employees are celebrated and recognized for outstanding performance

Goal 6: Promote the highest ethical standards and behavior among employees

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Offer training to management and staff on ethical standards
- Conduct management review of standards and ethical practices with staff on a regular basis

Goal 7: Prudently invest and manage the City's cash investment portfolio pursuant to the State of California Government Code

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Fully comply with City's Investment Policy
- Preserve principal, ensure liquidity, and achieve a reasonable yield for the City's Pooled Investment Fund
- Annually update the City's Investment Policy to reflect new legislative changes and prudent investment practices

Service Efforts and Accomplishments

Accounting

As part of the OneSD Project Team, Accounting staff successfully implemented the City's new deposit process. As part of this process, the Accounting Program can more efficiently record over \$1.4 billion in citywide deposits.

In March 2010, the Accounting Program began administering the City's new accounts receivable process: maintaining master data, applying payments, and managing exception items. Additionally, all accounts receivable payments as well as mail-in parking payments will go through remittance processing further streamlining the City's payment processes.

The Accounting Program is implementing a new online Transient Occupancy Tax (TOT)/Tourism Marketing District (TMD) payment application allowing hotel and seasonal operators to pay via the web. This new online payment application will create efficiencies and improve customer service by providing an additional payment option. In Fiscal Year 2009, the Accounting Program processed \$142.0 million in TOT/TMD payments.

Administration

In Fiscal Year 2009, the Office of the City Treasurer's Information Technology (IT) staff redesigned the department's website improving customer access to Treasury data and services. In Fiscal Year 2010, the IT Manager led the OneSD Accounts Receivable (AR) Team and successfully implemented the project on time and within budget. This phase of AR created the framework for integration of all future citywide billing processes into the Enterprise Resource Planning platform.

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Business and Rental Unit Business Tax

The Business Tax Program is in the process of developing an online Business Tax application that will allow business owners to register and pay for a Business Tax Certificate online. This new application is expected to be implemented by the end of the fiscal year.

The Business Tax Program is leading an efficiency study that will make recommendations to streamline the City's business regulatory and taxation process. The overall objective of this study is to eliminate redundancy, optimize regulatory and tax revenue collection, and improve overall service to our business community.

In Fiscal Year 2009, the Business Tax Program processed 17,606 Business Tax applications, 154,809 Business Tax renewals and answered 65,800 business tax related calls.

Investments

In Fiscal Year 2009, the Investments Division invested approximately \$2.13 billion in department operating and capital improvement funds, reinvested \$512.0 million in department debt proceeds, and realized \$79.1 million in interest earnings on the City's Pooled Investment Portfolio. In June 2009, the liquidity portfolio reported an earned income yield of 1.90 percent, and the core portfolio yielded 4.55 percent. In addition, the Investments Division's recommendation on the maturity structure of the Fiscal Year 2010 Tax and Revenue Anticipation Notes resulted in a cost savings for the City's General Fund.

In its role as a fiduciary charged with the prudent investment of City funds, the Investments Division continued to work to ensure that exemplary internal controls and safeguards were in place. As required by Government Code, the City Treasurer's 2009 Investment Policy was presented to and accepted by the City Council in November 2009.

In Fiscal Year 2009, the Investments webpage became available to the public providing easy access to the Investment Policy, monthly and quarterly reports, and other investment results. Bylaws for the City Treasurer's Investment Advisory Committee (IAC) were drafted for adoption at the April 2010 IAC meeting.

Revenue Audit and Appeals

In Fiscal Year 2009, 118 revenue audits (hotels, lessees, business taxes, and franchisees) were completed resulting in deficiencies of \$1.2 million.

Revenue Collections

The Delinquent Accounts Program maintains a net collection rate of 87 percent on delinquent receivables. Due to the Program's aggressive stance on collections and resulting success, the Program is frequently contacted by other cities for assistance in establishing delinquent account collection programs.

In Fiscal Year 2009, the Delinquent Accounts Program collected \$20.0 million in delinquent account revenue and responded to 163,068 customer calls.

Parking Administration enhanced the interactive phone system providing customers with additional automated information to answer a variety of general inquiries, to reduce wait time, and enhance overall customer service.

In addition, the Parking website (<http://www.sandiego.gov/parking>) now allows customers the option to file parking citation disputes on-line.

In Fiscal Year 2009, the Parking Administration Program processed 418,074 parking citations totaling \$20.7 million in revenue, reviewed and processed 25,295 citation appeals, and assisted 82,355 parking customers over the phone.

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The Revenue Collections Division is in the process of consolidating the Delinquent Accounts and Parking Administration lobby operations. This consolidation will allow customers to conduct business at one location and is expected to be completed by the end of the fiscal year.

In Fiscal Year 2009, the Parking Meter Operations Program collected 372,272 pounds of coin totaling \$7.4 million in parking meter revenue.

Department Summary

	FY2010 Budget	FY2011 Proposed	FY2010–2011 Change
Positions	122.00	109.63	(12.37)
Personnel Expenses	9,805,326	9,709,826	(95,500)
Non-Personnel Expenses	8,061,417	7,892,260	(169,157)
Total Department Expenses	17,866,743	17,602,086	(264,657)
Total Department Revenue	26,298,217	25,161,685	(1,136,532)

General Fund

Department Expenditures

	FY2010 Budget	FY2011 Proposed	FY2010–2011 Change
Treasury Operations	3,779,628	3,983,129	203,501
Revenue Collections	11,229,673	11,007,285	(222,388)
Administration	2,857,442	2,611,672	(245,770)
Fund Total	17,866,743	17,602,086	(264,657)

Department Personnel

	FY2010 Budget	FY2011 Proposed	FY2010–2011 Change
Treasury Operations	33.75	31.00	(2.75)
Revenue Collections	69.00	60.00	(9.00)
Administration	19.25	18.63	(0.62)
Fund Total	122.00	109.63	(12.37)

Significant Budget Adjustments

	FTE	Expenditure	Revenue
Revised Revenue Adjustment to reflect Fiscal Year 2011 revenue projections.	0.00	0	247,816
Increase in Overtime Funding Increase in overtime expenditures to replace hourly funding.	0.00	77,000	0
Support for Safety and Maintenance of Visitor-Related Facilities Support to reimburse the General Fund for expenditures associated with the safety and maintenance of visitor-related facilities.	0.00	0	23,644
Adjustment to Hourly Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	0.63	16,263	0
Adjustment to Contracts and Equipment Outlay Funding allocated according to a zero-based annual review of contract and equipment outlay requirements.	0.00	1,018,220	0
Budget Adjustments Total	0.63	1,111,483	271,460

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Expenditures by Category

	FY2010 Budget	FY2011 Proposed	FY2010–2011 Change
PERSONNEL			
Salaries and Wages	6,262,462	5,644,842	(617,620)
Fringe Benefits	3,542,864	4,064,984	522,120
SUBTOTAL PERSONNEL	9,805,326	9,709,826	(95,500)
NON-PERSONNEL			
Supplies	455,335	390,685	(64,650)
Contracts	1,997,403	1,436,436	(560,967)
Information Technology	2,138,987	2,601,970	462,983
Energy and Utilities	24,915	21,913	(3,002)
Other	3,437,256	3,434,506	(2,750)
Capital Expenditures	7,271	6,750	(521)
Debt	250	0	(250)
SUBTOTAL NON-PERSONNEL	8,061,417	7,892,260	(169,157)
Total	17,866,743	17,602,086	(264,657)

Revenues by Category

	FY2010 Budget	FY2011 Proposed	FY2010–2011 Change
Licenses and Permits	23,271,861	21,928,068	(1,343,793)
Fines, Forfeitures, and Penalties	1,835,000	2,191,000	356,000
Charges for Current Services	1,071,356	1,042,617	(28,739)
Other Revenue	120,000	0	(120,000)
Total	26,298,217	25,161,685	(1,136,532)

Department Personnel Expenditures

Job Number	Job Title	FY2010 Budget	FY2011 Proposed	Salary Range	Total
20000007	Accountant 3	4.00	4.00	59,363 - 71,760	205,787
20000011	Account Clerk	4.00	3.00	31,491 - 37,918	35,832
20000015	Sr Mgmt Anlyst	3.00	3.00	59,363 - 71,760	207,745
20000024	Administrative Aide 2	3.00	3.00	42,578 - 51,334	148,736
20000102	Accountant 4	1.00	1.00	66,768 - 88,982	80,891
20000119	Asoc Mgmt Anlyst	2.00	2.00	54,059 - 65,333	124,688
20000266	Cashier	2.00	2.00	31,491 - 37,918	73,940
20000267	Collections Invstgr 1	21.00	17.00	40,186 - 48,526	797,041
20000268	Collections Invstgr 1(Legal)	0.00	2.00	40,186 - 48,526	94,626
20000269	Collections Invstgr 2	4.00	3.00	45,198 - 54,558	159,582
20000270	Collections Invstgr 3	5.00	4.00	49,712 - 60,070	234,272
20000287	Collections Manager	1.00	1.00	66,768 - 80,891	0

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Department Personnel Expenditures

Job Number	Job Title	FY2010 Budget	FY2011 Proposed	Salary Range	Total
20000290	Info Sys Anlyst 2	1.00	1.00	54,059 - 65,333	63,373
20000377	Info Sys Tech	1.00	1.00	42,578 - 51,334	50,051
20000461	Field Rep	1.00	0.00	32,323 - 38,917	0
20000539	Clerical Asst 2	15.00	10.00	29,931 - 36,067	350,568
20000540	Clerical Asst 2(Bilingual)	0.00	1.00	29,931 - 36,067	35,165
20000674	Parking Meter Tech	8.00	8.00	41,330 - 49,400	387,290
20000678	Parking Meter Supv	1.00	1.00	47,341 - 56,597	55,182
20000741	Principal Clerk	1.00	1.00	43,555 - 52,666	48,211
20000783	Public Info Clerk	17.00	16.00	31,491 - 37,918	579,461
20000827	Sr Parking Meter Tech	1.00	1.00	43,472 - 51,792	51,792
20000864	Sr Cashier	1.00	0.00	36,067 - 43,514	0
20000866	Accountant 2	3.00	4.00	54,059 - 65,333	243,188
20000869	Sr Account Clrk	5.00	4.00	36,067 - 43,514	164,775
20000924	Executive Secretary	1.00	1.00	43,555 - 52,666	49,769
20000927	Sr Clerk/Typist	4.00	4.00	36,067 - 43,514	165,789
20000970	Supv Mgmt Anlyst	1.00	1.00	66,768 - 80,891	78,464
20000998	Info Sys Anlyst 4	1.00	0.00	66,768 - 80,891	0
20001148	Treasurer	1.00	1.00	31,741 - 173,971	140,649
20001168	Deputy Director	1.00	1.00	46,966 - 172,744	133,862
20001172	Financial Operations Manager	1.00	1.00	25,376 - 148,200	104,762
20001182	Principal Accountant	2.00	2.00	19,323 - 151,840	185,301
20001194	Investment Officer	1.00	1.00	34,694 - 207,210	135,801
20001208	Asst Investment Ofcr	2.00	2.00	23,005 - 137,904	105,000
20001222	Program Manager	2.00	2.00	46,966 - 172,744	198,220
90001073	Management Intern NP	0.00	0.63	24,274 - 29,203	15,292
	Bilingual - Regular				30,576
	Overtime Budgeted				109,161
Salaries and Wages Total		122.00	109.63		5,644,842

Fringe Benefits

Retirement ARC	1,850,171
Supplemental Pension Savings Plan	202,482
Retirement Offset Contribution	136,993
Retirement DROP	9,982
Employee Offset Savings	76,307

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Department Personnel Expenditures

Job Number	Job Title	FY2010 Budget	FY2011 Proposed	Salary Range	Total
	Workers' Compensation				230,161
	Flexible Benefits				661,374
	Risk Management Administration				100,940
	Long-Term Disability				50,280
	Unemployment Insurance				11,732
	Medicare				74,912
	Other Post-Employment Benefits				654,462
	Unused Sick Leave				4,450
	Retirement 401 Plan				590
	Retiree Medical Trust				148
Fringe Benefits Total					4,064,984

Personnel Expenses Total	9,709,826
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Department Budget by Program

	FY2011 Positions	FY2011 Expenditures	FY2011 Revenue
Business & Rental Unit Tax	18.00	1,623,191	11,723,068
Consolidated Payments Processing	5.00	486,684	0
Delinquent Accounts	33.00	3,206,366	2,100,000
Department Management	8.00	982,034	0
General Administration/Management	0.63	210,687	0
Investments	4.00	625,387	239,617
Parking Administration	13.00	1,286,652	955,000
Parking Meter Operations	10.00	4,871,095	9,500,000
Revenue Audit and Appeals	6.00	714,199	515,000
Treasury Accounting	12.00	1,252,356	129,000
IT Non-Discretionary	0.00	2,343,435	0
Total	109.63	17,602,086	25,161,685